

MEMORANDUM FOR: Comptroller

SUBJECT : Study for DCI Requested in the Financial Guidance

REFERENCE :

1. The Director's financial guidance memorandum for FYs 1975 and 1976 requested recommendations after

"examining comprehensively the personnel and career management practices throughout the Agency and the resources devoted to them. Your examination should take into account the differing career management needs of the Directorates and should identify areas where differences serve no useful purpose. The objective should be to provide the most effective career management system for the Agency with reduced resources in FY 1976. Due: 28 Feb 1975.

This task was levied on Plans Staff, O/P, by DDA memo 74-3337, 29 Aug 1974.

2. In November, the Director made the Deputies aware of his intent to meet with them individually in January 1975 for the purpose of reviewing the progress they had made in implementing the recommendations of the Personnel Approaches Study Group (PASG). As these recommendations form the basis for the present personnel and career management system of the Agency, the Office of Personnel contemplated making the study levied in paragraph 1 its staff support to the Director for the purpose of his conversations.

3. Subsequently, it became apparent that the Director would not be able to meet directly with the Deputies. By his memo of 16 Jan 1975, the Director tasked the Director of Personnel with meeting the Deputies or their representatives in January on his behalf. "As a preliminary to these meetings, you may wish to receive a written report summarizing what has been done and what remains to be done with respect to the sixteen responsibilities assigned to each Deputy and to the Chairman, Senior Executive Career Service Panel. Upon concluding the meetings, you will prepare for me a summary incorporating such recommendations as you consider appropriate. This should be sent to me by 28 February 1975."

STAT 4. Upon receiving this responsibility, Plans Staff consulted with [] and it was agreed that the report prepared directly in support of the Director would satisfy the requirements of the report called for in the Financial Guidance, as they were understood.

5. Subsequently, a Report to the Director, "Directorate Progress in Implementing the New Personnel Approaches, Apr 1975 - Jan 1975," dated 28 Feb 1975, was submitted to the Director in summary form while the detailed evaluation was retained for his reference. A copy of the summary was sent to the Comptroller.

6. This Report summarized progress to date and focused on possible problem areas concerning competitive evaluation, promotions, separation (involuntary), and grievances. An attachment provided statistics on the resource effort involved in evaluation and counseling. The detailed sections, which later also were sent to the Comptroller, discussed evaluation structure, ranking criteria, Directorate-level review procedures,

establishment of personnel objectives at the Directorate level, the career management of supergrades, counseling programs, the organization of affinity groups, standards for selection to attend senior schools, policy and standards for external training, training standards for managerial positions, policy with respect to inter-Directorate transfers and rotation, guidance for honor and merit awards, review of Personal Rank Assignments of supergrade personnel, procedures for handling surplus employees, and establishment of a uniform grievance procedure. These were each considered on a comparative basis in one section, which first described the differences in practice and then made low-key observations or recommendations. A second section examined implementation on a Directorate basis.

7. This report was submitted to the Comptroller as satisfying the requirement for a "comprehensive examination of personnel and career management practices throughout the Agency." It did identify differences in practice and it did identify areas where differences serve no useful purpose.

8. Most importantly, the report served as the basis for a discussion with the Director ^{on 24 April} in which he suggested lines for modification of practices and procedures. O/P is currently drafting an Employee Bulletin for his signature.

9. I have recapitulated this history to explain why you received the requested data in the particular form in which you did receive it. Under the circumstances of timing and workload on the Directorates, it seemed most important that we go to them for one summary report, not several, which was responsive to the Director's desire for a review of Directorate progress. It was also a basic premise that this report would serve the objectives of the study requested in the financial guidance.

10. Under these circumstances, I must consider the study requested by the Financial Guidance as completed. Should you desire any additional information, we shall provide it.

F. W. M. Janney
Director of Personnel

or

John F. Blake
Deputy Director
for
Administration